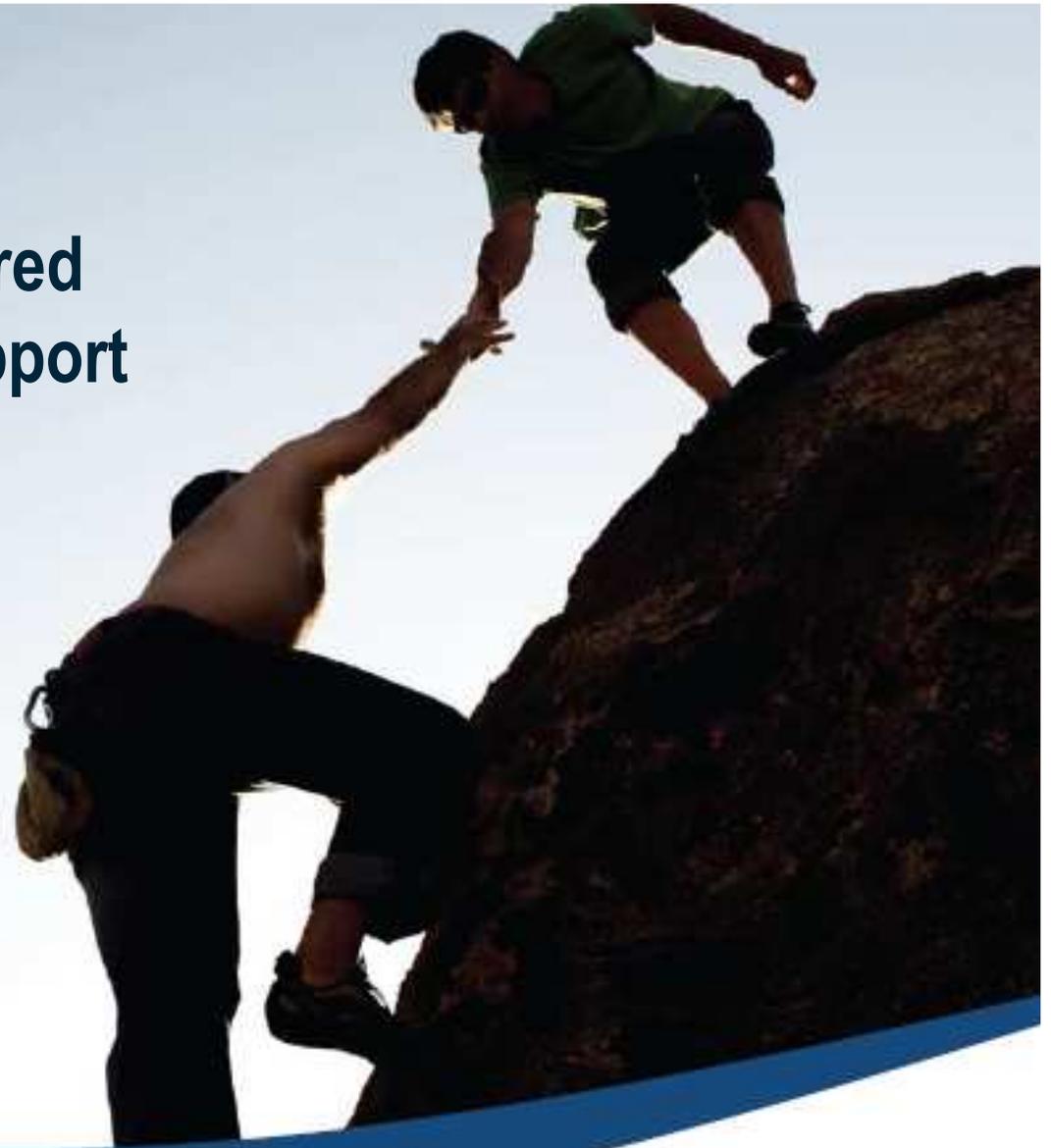


Saving time and money for Three Rivers and Watford Shared Service Centre with offsite support for essential Revenues & Benefits services

Excellence in shared service, on-demand.

27 May 2011



LIBERATA Virtual
Resource
Solutions

Foreword

I am delighted to provide this Business Case which explains how we can save time and money for Three Rivers and Watford Shared Service Centre by providing offsite support for its Revenues & Benefits services.

If you would like more information or if I can be of any further assistance, then please don't hesitate to contact me.

Angela Storey

**Service and Solution Development
Director**

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Mobile **07779245657**

Liberata is the market benchmark for “productivity” in Revenues & Benefits, helping its clients achieve and redefine service performance, capacity, quality and cost.

Client expectations are continuously met and exceeded because we have invested in our own operations and tools so that we are engineered to deliver best-in-class productivity.

The consequence is that Liberata can operate more boldly with its clients, building and sharing its already high performing platform to pre-quantify productivity gains with minimised risk and time for attainment.

By engaging Liberata, clients can confidently predict their performance improvement outcomes by knowing “how” they will reach their target productivity levels.

Virtual Resource Solutions are a great way of sharing with you the economies we have achieved. Welcome to excellence in shared service, on-demand.

**Dermot Joyce,
Chief Executive,
Liberata**



**Virtual
Resource
Solutions**



Virtual Resource Solutions **excellence in shared service, on-demand**



From our Director of Operations

For Liberata and many of its clients, shared services is not a new initiative – we’ve been doing it for years. As a result, our operations are engineered to deliver the highest levels of productivity. Our high processing volumes yield economies of scale that are, as far as we are aware, unmatched by our competitors for efficiency, cost or guaranteed quality.

Virtual Resource Solutions (VRS) is our way of sharing these benefits with you, freeing up your team, staying on top of workloads and preparing for year end.

Typically operating at up to 20% less than traditional in-house costs, 40% less than overtime costs and 60% less than temporary staffing costs, we can assist with your daily processing activities, eliminate your backlog and provide access to highly experienced specialist skills.

“ We want to share with you the success our clients are already benefitting from. The level of productivity we have achieved will save you vital time, money and enable you to focus on more important work. We’d love to help.” Lloyd Clark, Director of Operations, Liberata

Engineered for High Productivity

Liberata has invested to create the next generation of industrialised business processing, positioning itself to make a vital public service contribution.

- 700 Revenues & Benefits professionals connected to one network (OneTeam).
- 300-FTE Shared Service Centre at the centre of Liberata’s annual processing of 220,000 benefits cases and £1.7bn Council Tax & Business Rates collections.
- More efficient and quality assured document administration (OneTouch).
- Faster liability order management workflow and automation (FLOW).
- Performance regime designed to maximise visibility of process and officer productivity.



Liberata’s Shared Service Centre in Barrow-in-Furness is the UK hub for its Revenues and Benefits operations. We operate in a truly scalable and virtual environment which means that all 700 Liberata Revenues and Benefits professionals are connected to the virtual network and operate as extensions of the 300-FTE Shared Service Centre in Barrow. Liberata’s OneTeam™ approach provides clients with significant economies of scale and resilience, whilst ensuring that Liberata can match talent wherever and whenever it is most needed.



VRS: Benefits Assessments

Approach

Liberata operate as an extension to your team by providing a highly flexible VRS Benefits Assessment service on a transactional basis that will respond to changes in demand so you can select exactly the type of support you need.

- **We agree at the outset the levels of service you require.**
- **Work is separately allocated to staff with the right level of experience and knowledge for each work type.**
- **We guarantee to complete each work item with a final decision on every case given to us. That's why we only charge for completed cases.**
- **We can quickly scale-up to help you to manage demand, clear backlogs and prevent new ones occurring.**

Quality

We have been providing revenues and benefits services to our clients since 1994 and truly understand how important the quality of the work is to you and your customers. To this end we guarantee the quality of the work we do for you.

Service

Remote services to support any/all of:

Electronic DWP Documents & Rent Increases

Changes in Circumstance

Payments

New Claims

General Correspondence

Specialist Assessments

Benefits Document Processing

We follow a simple six-step process:

1 Work item allocated to pre-selected Benefits Assessor tray (depending on work type)

2 Work item opened and action taken on Benefits IT system

3 Notebook entry made (if appropriate) and any output checked for correctness

4 Work item completed

5 % of completed work items checked for accuracy

6 Client provided with weekly update of work completed against target

Subject to contract. Liberata standard terms and conditions apply.



VRS: Revenues Administration

Approach

Liberata operate as an extension to your team by providing a highly flexible VRS Revenues Administration service on a transactional basis that will respond to changes in demand so you can select exactly the type of support you need.

Quality

We have developed effective processes that are proven to ensure:

- Database accuracy and integrity (detailed checking, recording, reporting).
- More efficient and quality assured document administration (OneTouch).
- Prompt and accurate billing.
- Faster liability order management workflow and automation (FLOW).
- Consistency through one revenues team working to standardised processes.
- Guaranteed and measurable daily outputs and integrated management reporting.

Service

Remote services to support any/all of:

Direct Debt & SPD Applications/Reviews

Occupation Changes, Discounts

AOE, AOB, Arrangements, Insolvency

Failed Liability Order Management

Correspondence, Exemptions, Refunds, Deceased

Council Tax Evaluation List

Bailiff Returns

NNDR Occupation Changes, Reliefs

NNDR Correspondence, Exemptions, Refunds

NNDR Bailiff Returns

NNDR Valuations

Method

We follow a simple six-step process:

1 Work item allocated to Revenues Officer tray

2 Work item opened and action taken on Revenues IT system

3 Notebook entry made (if appropriate) and any output checked for correctness

4 Work item completed

5 % of completed work items checked for accuracy

6 Client provided with weekly update of work completed against target

Subject to contract. Liberata standard terms and conditions apply.

VRS: Processing Prices



Approach

Operated as a fully-managed service, we provide a seamless extension to the Council. Our engagement begins with a scoping definition to agree the levels of service you require and understand any policies or procedures you wish us to adopt so that we can act consistently. Our aim is to establish connectivity and remove your processing workload – fast.

Performance

We provide a quality driven service that is guaranteed and continuously checked, only using staff who have the right level of experience and knowledge.

Capability

As one of the UK's leading providers of specialist business processes, we employ over 700 Revenues & Benefits professional staff, collect over £0.5bn Council tax, £1.2bn NNDR and are responsible for a benefits caseload of over 220,000 annually. This volume of transactions provides a clear incentive for industrialised processes to gain maximum economies of scale and productivity.

VRS Provisional Pricing*

BENEFITS SERVICE	PRICE PER DECISION
Electronic DWP Documents/Rent Increases	£6.26
Changes in Circumstance	£11.32
Payments	£13.45
New Claims	£17.44
General Correspondence	£17.44
Discretionary Payments	£17.44
Specialist Work	£24.17

COUNCIL TAX SERVICE	PRICE PER DECISION
Direct Debit and Single Person Discount Applications/Reviews	£1.26
Occupation Changes and Discounts	£3.94
AOE, AOB, Arrangements, Insolvency	£2.90
Failed Liability Order Management	£1.42
Correspondence, Exemptions, Refunds, Deceased	£4.47
Bailiff Returns	£5.61

* all prices are exclusive of VAT

Other services in the VRS range

Excellence in shared service, on-demand.



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VRS: Subsidy Maximisation

Expertise

Benefit payments are normally a substantial part of Council expenditure and it is therefore vital you maximise your subsidy claim.

The claiming of Housing Benefit and Council Tax Benefit Subsidy is very complex. Recent reviews and the auditing of subsidy claims have revealed a high percentage of duplication and error resulting in a substantial under-claiming of subsidy grant.

Liberata provide expert subsidy services to a number of Councils and have a dedicated Subsidy Team with over 60 years' of combined benefits experience and up-to-date professional expertise in government legislation.

After more than 20 years working in a wide variety of benefits environments, Liberata also has gained a highly specialised knowledge of the leading benefits systems giving us the ability to replicate processes to your preferred platform.*

*Available for Academy and Northgate users only.

Advantages

- **Accurately estimate ongoing benefit expenditure, track expenditure against forecast, identify areas for subsidy maximisation and provide expert guidance on achieving this.**
- A single interpretation of complex regulations and guidance on removing duplication and inconsistency provides quality reassurance for Council & Auditors.
- Validation of subsidy data at claim level often reveals significant duplication, error and under-claiming of subsidy grant.
- Accurate claims result in reduced qualifications or financial amendments.
- Accurate monthly subsidy and reconciliation statements provide greater budget and financial control, minimise the deficit between actual payments and subsidy grant, and help to maintain a good relationship with DWP and Auditors.
- Remote system access reduces costs - direct contact is maintained via telephone conferencing facilities.

Services

1 Subsidy Review

One-off review of existing subsidy service to assess current performance, determine quality levels and identify opportunities to improve service and maximise subsidy.

2 DWP Statutory Returns

Completion of Final Claim and both Initial and Mid-Year Estimates. Batch run all subsidy and reconciliation system processes; extract and validate system data, compile reports with full supporting evidence to be able to complete DWP Final Claim and Estimates.

3 Full Subsidy Service

Monthly statements, bi-monthly projections, postings and system reconciliation, analysis of incentivised expenditure, annual budget projection, DWP Final Claim, DWP Initial and Mid Year Estimates plus full supporting evidence, software testing, legislative change, Audit and DWP enquiries and limited in-year data validation.

Subject to contract. Liberata standard terms and conditions apply.



APPENDIX 1: VRS Technical Requirements

For Liberata to deliver remote services, we have designed a basic operating model that assumes:

(i) VPN Connectivity

An Internet IPSEC VPN (site to site) that provides direct access to the Revenues and Benefits server(s). This will need sufficient bandwidth and low latency to allow our staff to work productively.

(ii) Remote Working Solution

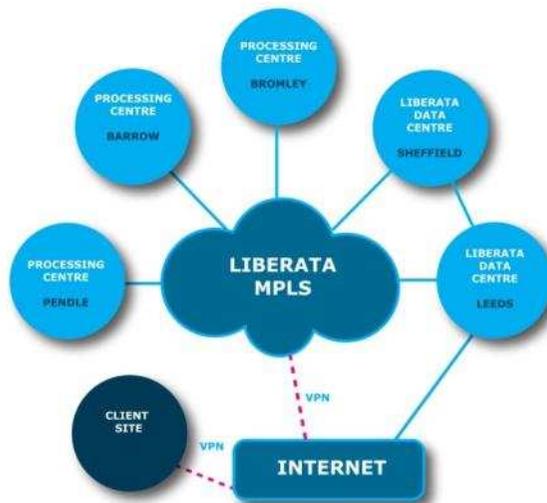
Access to the Council’s Revenues and Benefits application, either via thin client technology (e.g. Citrix) or directly via a browser if the system supports HTTP/S client/server connections over a WAN link with connectivity via the VPN referenced above. Such HTTP/S connections can be either HTML or recognised plug-ins such as Oracle JInitiator, providing security and performance requirements are fully addressed.

(iii) CoCo Compliant Security

Liberata is the first organisation to achieve GCSe accreditation. This demonstrates our absolute commitment to security. Our provision of this service is fully compliant and based on the understanding that clients will provide secure and reliable connectivity and access with full regard for Data Protection and other relevant legislation to ensure the continued compliance of all parties.

Variations

Liberata has proposed a means of securely accessing remote Revenues and Benefits systems that uses popular and approved technologies securely. If a council should have secure remote connectivity/access facilities that do not conform to the above, Liberata may still be able to deliver the required service. Please contact us to discuss how we may best deliver a remote service using alternative technologies and facilities.



Compatible with all major systems.

We are committed to security and compliance.

Liberata is the first organisation to achieve GCSe accreditation.



APPENDIX 2: VRS for Revenues & Benefits

Liberata Virtual Resource Solutions (VRS) provides a range of flexible services enabling you to access a dedicated pool of permanent and experienced practitioners to provide additional capacity and resilience for as long as you need.

With over 30 years of providing public sector services and a team of 700 practitioners working in a virtual shared services environment, Liberata is uniquely placed to help you manage your resourcing challenges, allowing you to concentrate on higher value activities.

Features

- Compatible with all major systems
- Compliant with government security standards, including Code of Connection
- Dedicated Liaison Manager
- Experienced & permanent practitioners
- Flexible resourcing to meet your needs
- Fully compliant with regulatory requirements
- Priced per transaction
- Performance & quality levels guaranteed and linked to fees
- Rapid deployment

VRS Range – Investing in productivity

Revenues

Benefits

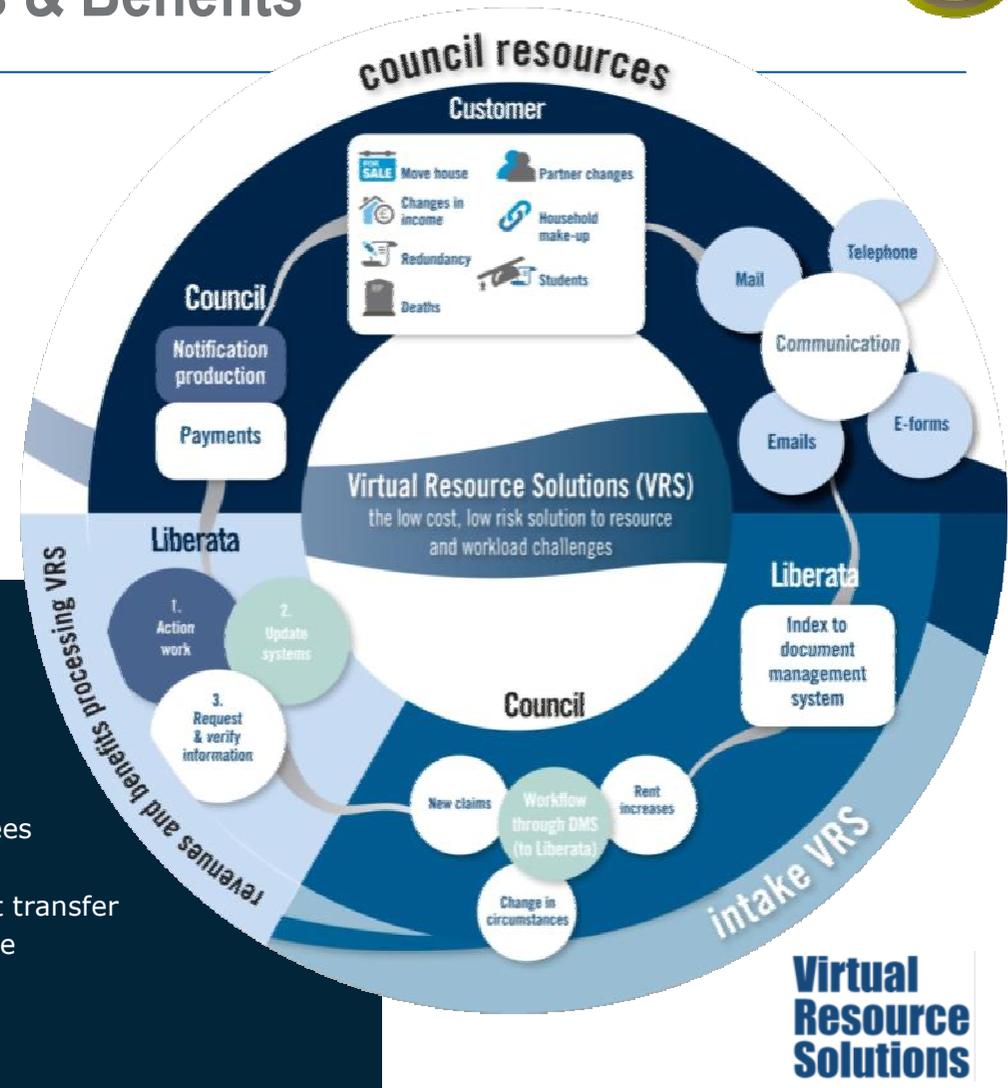
Intake

(mail handling, scanning & indexing)

IT Hosting

Benefits

- Flexible resourcing
- Low cost
- Low risk
- Performance & quality guarantees
- Quick start up
- No staff or asset transfer
- Service resilience



Experience that counts

2,500 people in 20 locations actively supporting central and local government

Liberata is one of the UK's most experienced and knowledgeable providers of business process services, managing services on behalf of public sector clients for 35 years, transforming service and cost efficiency and targeting real outcomes by redefining productivity and the customer experience.

Revenues & Benefits
Finance & Accounting
Public Access
HR & Payroll
ICT Services
Procurement
Purchase-to-Pay Services

Document Management
Property Management
Administrative Support
Information Security
Fraud Management
Design, Print & Web
Virtual Resource Solutions

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